

The Director of Central Intelligence

Washington, D.C. 20505

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LOGGED 29 JUL 1985

24 JUL 1985

Lieutenant General William E. Odom, USA  
Director, National Security Agency/  
Chief, Central Security Service  
Ft. George G. Meade, Maryland 20755

Dear Bill:

I should like to point out to you for special recognition the many capable NSA professionals who participated in preparing the recently concluded Future SIGINT Capabilities Study (FSCS). Collectively, the NSA work force made substantial contributions to the successful completion of the FSCS and each participant is highly deserving of recognition. This Study will provide a valuable guideline for an investment strategy that will help ensure that the United States SIGINT System (USSS) will remain viable through the year 2000. It will also impact on the production of intelligence information for national decisionmakers and military commanders. It is thus important that we recognize those who helped complete the Study and who also must now carry out its recommendations.

While it is difficult and somewhat unfair to single out individuals when so many made significant contributions to specific sections, the following made exceptional contributions to the entire Study:

[REDACTED]

[REDACTED] was instrumental in pledging the large commitment of NSA personnel to the Study. He also chaired an important session which resulted in the development of a prioritized listing of system alternatives.

[REDACTED] chaired the NSA Internal Advisory Board (IAB) which reported to the Director, National Security Agency. The IAB was the intra-agency senior panel organized to advise the Phase II working groups which developed architectures to remedy SIGINT System deficiencies.

[ ] served as the NSA representative to the Tiger Team and also served as the NSA Operations Group W representative to the NSA Internal Advisory Board. The Tiger Team represented and reported directly to the DCI. It was responsible for providing high-level guidance to the Study. The NSA Internal Advisory Board was the internal senior panel set up to advise the working groups.

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[ ] was the Study Director and managed the entire Study effort. In this capacity he organized the Study, directed the Study Core Staff, and drafted much of the final report. Without his tireless efforts this Study would not have come to fruition. He is the single most important person responsible for keeping the Study on track and obtaining Community coordination of the final reports.

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[ ] was the Deputy Study Director and provided overall management of the entire effort. He was responsible for all NSA contributions to the Study. In that capacity he coordinated the work of the task and systems oriented working groups and served as moderator for the NSA Internal Advisory Board.

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[ ] served as the NSA representative to the Executive Panel, which was chaired by the Chairman, SIGINT Committee, and provided overall guidance to the Study.

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[ ] served as the internal Phase II Study Director for NSA and moderator for the NSA Internal Advisory Board.

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[ ] was detailed to the IC Staff for the duration of the Study. He was a member of the Study Core Staff, helped to identify conventional systems deficiencies for the Phase I Conventional Systems Working Group, served as Executive Secretary to the Phase II Systems Review Group, and helped to blend the systems architectures looking for overlaps, risks, opportunities for mission transfer, and unresolved problems.

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[ ] chaired the Processing Working Group for Phase I and also acted as the communications consultant for Phase I. The Processing Working Group identified processing deficiencies expected through the year 2000.

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[ ] chaired the Future Technologies Network which advised the remaining parts of the Study on future signals trends worldwide and on those SIGINT technologies expected to be on-line during the period between 1990 and 2000.

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[ ] chaired the Phase II Conventional Systems Working Group and assisted the Phase II Study Core Staff. The Conventional Systems Working Group constructed a proposed architecture for all conventional SIGINT Systems for the years 1990 to 2000 designed to remedy the deficiencies projected in the Phase I Study.

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[redacted] was a member of the NSA Study Core Staff and Study Editor for the duration of the Study.

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[redacted] served as the Executive Secretary to the DCI Tiger Team and also provided assistance to the Support to Military Operations Working Group.

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[redacted] was the NSA representative to the Phase II Technical Staff. The Technical Staff was composed of a representative from each involved organization and provided expertise on technical topics. In addition, [redacted] helped to blend the architectures looking for overlaps, risks, opportunities for mission transfer, and unresolved problems.

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[redacted] represented the Office of the Secretary of the Air Force (Space Systems) and served as the Co-chairman of the Phase I Special Air Force Working Group.

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[redacted] was the Assistant Chairman of the Phase II Conventional Systems Working Group.

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Please convey my personal commendation to these officers for their exceptional contributions.

Please also express my sincere appreciation for a job well done to all of the other NSA professionals, named in the enclosed listing, who made a creditable contribution to the Study. Without their boundless efforts, this Study would not have been a reality. They each exhibited dedication and an appreciation for the mission at hand.

Every participant should be proud of his or her individual contribution to the vitality of the future USSS, a System that will now perform well despite expected cost constraints, a larger and more complex future signals environment, and increased collection requirements.

Sincerely,

**/s/ William J. Casey**

William J. Casey

Enclosure:  
As stated

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SUBJECT: Letter of Appreciation for FSCS Study to DIRNSA

DCI/ICS 85-053

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(10 July 1985)